

Employee Performance

Course Length: 1 Day

Prerequisites: None

Performance-Based Objectives: In this course, students will:

- ◆ Identify difficult personality types and the effect they can have in an organization; manage difficult employees and monitor their behavior; and document ongoing changes in behavior and performance.
- ◆ Communicate clearly and effectively, both verbally and nonverbally; improve your listening skills; communicate with difficult supervisors and co-workers; and identify types of employee dismissals.
- ◆ Identify the focus of feedback, and give and receive feedback effectively; provide positive and constructive feedback, and monitor performance afterwards; identify communication styles; manage difficult feedback sessions; and identify when to avoid giving feedback.
- ◆ Identify some common myths associated with workplace conflicts, common reasons that conflicts arise, and types of workplace conflict; and distinguish between conflict management and conflict resolution.
- ◆ Identify conflict resolution styles; resolve workplace conflicts, including team conflicts; and identify the communication skills required to resolve conflicts.

Course Content

Unit 1: Managing Difficult Employees

In this topic, students learn that negative behavior can **increase turnover rate, reduce productivity, and lower employee morale**. They also learn ways to **manage a difficult person**. Students will learn about five broad **personality types** that difficult people tend to fit: **hostile-aggressive personalities, withdrawn personalities, egotistical personalities, procrastinators, and deceitful personalities**. The students will learn **guidelines** they can follow when **addressing a difficult person**. They will understand that **monitoring** helps them track a difficult person's behavior, and finally, students will understand the **importance of documentation** when dealing with negative behavior.

Topic A: Understanding difficult employees

Topic B: Assessing and identifying difficult personality types

Topic C: Dealing with difficult employees

Topic D: Monitoring behavior

Unit 2: Communication

In this topic, students learn how to identify common **barriers to communication**, including **cultural, emotional intellectual, and physical** barriers. Then students will learn about aspects of communication that can help **identify conflicting messages**; these aspects include **body language, tone of voice, and word choice**. Students also learn ways to improve their **communication and listening skills**. They will understand ways to **manage their relationship with a difficult supervisor**, and they

If you have any questions about this course, please call CompuTrain at (713) 349-9186.

will understand how to take a **proactive approach** when dealing with difficult people. Finally, students will learn the importance of carefully **reviewing the organization's employment policies regarding dismissals**.

Topic A: Effective communication

Topic B: Communicating with difficult employees

Unit 3: Feedback

In this topic, students learn ways to **provide feedback effectively**. They learn about important considerations when **giving feedback to a supervisor**, and they learn the importance of keeping an **open mind, developing effective listening skills, remaining calm**, and **asking questions** during a feedback session. Then students will learn the importance of **providing adequate information and reinforcement for desired behaviors**. Students learn how to **provide constructive feedback** and how to **identify communication styles**. Finally, students will understand how to **manage a difficult feedback session**, how to handle a **clash of personalities**, and when it's a good idea to **delay providing feedback**.

Topic A: Giving and receiving feedback

Topic B: Positive and constructive feedback

Topic C: Monitoring performance

Topic D: Communication styles

Topic E: Difficult feedback sessions

Unit 4: Conflicts

In this topic, students learn some common **myths** associated with workplace conflicts. They will learn that conflicts usually occur as a result of issues related to **control, expectations, information, role ambiguity, resources, stress or personalities**. Students will understand that conflicts are usually either **personal conflicts** or **team conflicts**. Then they will understand how to **distinguish between conflict management and conflict resolution**.

Topic A: Conflicts in the workplace

Topic B: Conflicts and the organization

Unit 5: Resolving Conflicts

In this topic, students learn how to identify different **conflict resolution styles**. Students will understand that **indirect conflict resolution** approaches allow managers to make minor adjustments of the organization structure to help reduce the reoccurrence conflict, and that **direct approaches** allow for systematic analysis of a conflict and the underlying emotions fueling it. Then the students will learn about the **conflict resolution process**. They will understand that **personality differences** can lead to conflicts, and they will understand the importance of **determining each party's needs** to resolve a conflict. Then the students will learn how to **encourage equal participation** among team members and how to **create a comfortable climate, keep conflict constructive, clarify goals, foster unity**, and **encourage team-based decisions**. Finally, students will understand how to **give and receive criticism effectively** and how to become an **active listener**.

Topic A: Styles of conflict resolution

Topic B: The process of conflict resolution

Topic C: Resolving team conflicts

Topic D: Communication and conflict resolution

If you have any questions about this course, please call CompuTrain at (713) 349-9186.